

Council Plan 2021-2025 Review for Annual Action Plan 2022/23



Contents

Goal1: Our Planet	3
1. Goal Statement	3
1.1. Strategic objective - Lead and influence change to address the Climate Emergency and strive to reduce its impact on the health of our community, environment and the planet.	3
1.2. Strategic Objective - Protect and enhance our natural and coastal environments, biodiversity and unique ecosystems.	4
1.3. Strategic objective - Improve environmental sustainability through a circular economy approach to waste management, recycling and energy use.	6
Goal 2: Our People	7
2. Goal Statement	7
2.1. Strategic objective: Nurture healthy people and resilient communities ensuring services and programs are adaptable to meet diverse and changing needs.	7
2.2. Strategic objective: Engage with our diverse communities to improve access and inclusion in Bayside.	9
2.3. Strategic objective: Foster economic vitality, facilitating innovation and investment in our local economy	10
Goal 3: Our Place	11
3. Goal Statement	11
3.1. Strategic objective: Open space is increased, and the foreshore is cared for, to support diverse use and connect to community	11
3.2. Strategic objective: Infrastructure and assets are sustainable, accessible and fit for purpose now and for the future	12
3.3. Strategic objective: Land use will enhance Bayside’s liveability and protect the distinctive heritage and character of our various localities	14
3.4. Strategic objective: Transport planning and infrastructure facilitates a well-connected, accessible, safe and convenient transport system that contributes to a zero carbon future and wellbeing.....	15
Goal 4: Our Promise	16
4. Goal Statement	16
4.1. Strategic objective: Identify an agreed program of advocacy to secure funding and policy reform to be a leading voice for change	16
4.2. Strategic Objective: Ensure flexible and transparent decision making through open and accountable governance.....	17
4.3. Strategic Objective: Provide customer focussed and effective service delivery and value in all we do.	18

Note Targets for community satisfaction will be set following 2022 Customer Satisfaction Survey

Goal1: Our Planet

1. Goal Statement

As custodians, we will lead, act and advocate on the critical issues of environmental sustainability and climate emergency, and on our shared responsibility to care for and protect Earth’s vitality, diversity, beauty and the community of life.

1.1. Strategic objective - Lead and influence change to address the Climate Emergency and strive to reduce its impact on the health of our community, environment and the planet.

Strategic Indicators	Target
Community satisfaction that Council is meeting its environmental responsibilities	TBA (from 2022 Customer survey)
Maintain Council’s status as Certified “Carbon Neutral”	Council’s is certified as ‘Carbon Neutral’ against the Climate Active standard
Reduction in total energy used for Council operations	5% Annual Reduction

Council Plan Strategies	Annual Actions	Director responsible
1.1.1. Adopt and champion innovative ways of working and evaluate policy against its climate impact to reduce harm.	Implement Climate Emergency Action Plan (CEAP) for 2022/23, including: <ul style="list-style-type: none"> • Develop and deliver programs to support local business’ climate actions, through education and incentives. • Develop partnership initiatives which promote climate action within Council and across the community. • Develop a plan to transition Council operations to all-electric. 	Director Environment, Recreation and Infrastructure
1.1.2. Lead and foster awareness to encourage Bayside residents and visitors to think and act in ways that preserve and enhance environmental sustainability and connection to place.	Implement the Climate Emergency Community Education program for 2022/23.	Director Environment, Recreation and Infrastructure

1.2. Strategic Objective - Protect and enhance our natural and coastal environments, biodiversity and unique ecosystems.

Targets for community satisfaction will be set following 2022 Customer Satisfaction Survey

Strategic Indicators	Target
Community satisfaction with the appearance of the beach and foreshore, including bushland	TBA (from 2022 Customer survey)
Number of trees planted on public land	More than 2,000 trees per year
Community satisfaction on the provision and maintenance of street trees	TBA (from 2022 Customer survey)
Number of formal and informal partnership agreements with government agencies to protect local green spaces, foreshore and marine environments, biodiversity, and habitat health	1 agreement in 2022/23

Council Plan Strategies	Annual Actions	Director responsible
1.2.1. Protect and enhance the biodiversity and health of our natural space and foreshore.	Implement the Integrated Water Management Plan including <ul style="list-style-type: none"> Harvest stormwater at approved locations in streetscapes to protect trees from the impacts of climate change. Partner with South East Water to advocate for funding for local connections to the Dingley, Sandringham, Cheltenham Recycled Water Scheme, subject to State budget funding. 	Director Environment, Recreation and Infrastructure
	Undertake and complete annual review of the Biodiversity Action Plan: <ul style="list-style-type: none"> Ensure that indigenous trees are used as a priority in streets and parks to enhance biodiversity values and ensure the tree population is resilient to climate change. Investigate alternatives to products that contain glyphosate in relation to treating weeds and invasive plant species within Bayside. Advocate to the State Government to address the increasing issue of Noisy Miners and their negative impact on native birds. 	Director Environment, Recreation and Infrastructure
	Commence implementation of the Park Improvement and Habitat Linkage Plan	Director Environment, Recreation and Infrastructure

Council Plan Strategies	Annual Actions	Director responsible
	Implement the Elsternwick Park Nature Reserve (EPNR) Masterplan Stage 2: <ul style="list-style-type: none"> • Wetlands and conservation island • Trial weed and seed volunteer program 	Director, Environment, Recreation and Infrastructure
1.2.2. Enhance vegetation (including the tree canopy) through accelerated tree planting and tree protection on public and private land.	Undertake a Planning scheme amendment to implement the Urban Forest Strategy into the Bayside Planning Scheme	Director, City Planning and Amenity
	Implement Urban Forest Strategy actions: <ul style="list-style-type: none"> • Continue increased vegetation and tree planting program. • Develop master plan for Wangara Road to support urban forest (subject to funding) 	Director Environment, Recreation and Infrastructure
	Review Management of Tree Protection on Private Property policy	Director, City Planning and Amenity
1.2.3. Partner with and influence government agencies and other entities about our shared responsibility to protect local green spaces, foreshore and marine environments, biodiversity and habitat health.	Investigate and consider long term options to manage coastal erosion at Dendy Street beach	Director Environment, Recreation and Infrastructure
	Advocate to the State Government requesting greater action on erosion and strategic management of Port Phillip Bay and Westernport Bay.	Director Environment, Recreation and Infrastructure
	Finalise Marine and Coastal Management Plan (subject to DELWP input).	Director Environment, Recreation and Infrastructure
	Progress implementation subject to external funding of reef and seagrass restoration pilot project along Bayside's foreshore.	Director Environment, Recreation and Infrastructure

1.3. Strategic objective - Improve environmental sustainability through a circular economy approach to waste management, recycling and energy use.

Strategic Indicators	Target
Maintain community satisfaction with waste and recycling services: <ul style="list-style-type: none"> - Rubbish - Recycling - Hard rubbish - Food and Green Waste 	TBA (from 2022 Customer survey)
	TBA (from 2022 Customer survey)
	TBA (from 2022 Customer survey)
	TBA (from 2022 Customer survey)
Diversion of waste from landfill	Target – More than 65%
Percentage of local roads resealed using recycled content (to AusRoads Standards)	100%

Council Plan Strategies	Annual Actions	Director responsible
1.3.1.Reduce the amount of waste generated and disposed in landfill through initiatives to prevent, reduce, recycle and reuse waste	Continue to lead the community to reduce waste generation and increase waste diversion from landfill: <ul style="list-style-type: none"> • Implement findings of the single use plastics removal pilot • Implement actions to transition Council’s kerbside collection schedules. 	Director Environment, Recreation and Infrastructure
	Continue the collaborative procurement process for an advanced waste processing facility in the South East of Melbourne	Director Environment, Recreation and Infrastructure
	Explore innovative solutions to reduce, reuse and recycle, as part of a review of the use of Council’s Transfer Station (2023).	Director Environment, Recreation and Infrastructure

Goal 2: Our People

2. Goal Statement

We will plan and advocate for a Bayside where our diverse communities and people can thrive, live healthy and active lives, fostering inclusion and participation through holistic, innovative approaches to economic and social wellbeing.

2.1. Strategic objective: Nurture healthy people and resilient communities ensuring services and programs are adaptable to meet diverse and changing needs.

Strategic Indicators	Target
Community satisfaction with services provided <ul style="list-style-type: none"> • for children from birth to 5 years of age 	TBA (from 2022 Customer survey)
<ul style="list-style-type: none"> • for youth 	TBA (from 2022 Customer survey)
<ul style="list-style-type: none"> • for older people 	TBA (from 2022 Customer survey)
<ul style="list-style-type: none"> • for people with a disability 	TBA (from 2022 Customer survey)
Percentage of children enrolled who participate in the maternal child health service	Maintain or improve Target – 80%
Percentage % of Aboriginal children enrolled who participate in the maternal child health service	Maintain or improve Target – 80%
Percentage of residents who volunteer ‘sometimes’ or ‘regularly’ (once/month or more)	Maintain or improve target - 20%
Number of formal and informal partnership agreements with external and/or government agencies to support resilience initiatives	2 agreements in 2022/23

Council Plan Strategies	Annual Actions	Director responsible
<p>2.1.1. Partner with community, agencies and other levels of government to deliver fit-for purpose services and facilities so all people in Bayside can feel safe and live healthy, resilient, active lives at all ages and stages of their life.</p>	<p>Implement the Municipal Health and Wellbeing Plan:</p> <ul style="list-style-type: none"> • Disability Action Plan implementation • Construct seniors exercise equipment at Wilson Reserve, Tribrockery Reserve and Illaroo Reserve. • Deliver a program on healthy eating initiatives across Bayside • Conduct social impact assessments of planning permits with liquor licence element • Create a Child Safe organisation and embed practices in council's activities services and programs • Advocate and co-deliver community engagement programs for residents living on public housing estates in Bayside. 	<p>Director, Environment, Recreation and Infrastructure</p>
	<p>Expand Council's aged care service to include aged care packages that are sustainable and respond to the Aged Care Reform recommendations (2021-2023).</p>	<p>Director Customer and Cultural Experience</p>
<p>2.1.2. Facilitate opportunities for people to participate in community life, through volunteering, civic leadership, sport, artistic, cultural and social programs, to enable inclusion, social connection, creative expression and wellbeing.</p>	<p>Adopt and commence implementation of the Strategic Arts, Culture and Libraries plan (2023-2027).</p>	<p>Director Customer and Cultural Experience</p>
	<p>Deliver six Arts and Cultural events in local areas to create social connection and access to Arts and Culture locally.</p>	<p>Director Customer and Cultural Experience</p>
	<p>Implement key actions from the Community Resilience Plan (2021-2025) including</p> <ul style="list-style-type: none"> • Develop and promote a clear referral pathway for people experiencing vulnerability • Increase community awareness of issues impacting the Bayside community • Strengthen partnerships with local agencies to improve the outcome people experiencing vulnerability receive 	<p>Director Customer and Cultural Experience</p>
<p>2.1.3. Respect and care for our First Nation's cultural heritage to build inclusion, celebrate diversity and enhance connection to place.</p>	<p>Commence implementation of the Innovate Reconciliation Action Plan for Year 1:</p> <ul style="list-style-type: none"> • Facilitate an external RAP Advisory Group to provide cultural advice and guidance to Council • Council adoption of Memorandum of Understanding between Bunurong Land Council and Bayside City Council. • Formalise Welcome to Country and Acknowledgement of Country protocols. 	<p>Director, Environment, Recreation and Infrastructure</p>

2.2. Strategic objective: Engage with our diverse communities to improve access and inclusion in Bayside.

Strategic Indicators	Target
Number of formal and informal partnership agreements with external and/or government agencies pertaining to sustainable and affordable housing including social housing	1 agreement in 2021/22

Council Plan Strategies	Annual Actions	Director responsible
2.2.1. In partnership with others, we facilitate an appropriate mix of inclusive, sustainable and affordable housing, including social housing, to meet the changing needs of people of Bayside	Implement the Affordable Housing Strategy. <ul style="list-style-type: none"> • Commence a planning scheme amendment to implement the relevant action into the Bayside Planning Scheme • Develop and implement an affordable housing advocacy communications campaign plan as part of Council's overall strategic advocacy campaign • Investigate priority sites to incorporate affordable housing at the time of redevelopment on both public and private land. • Develop a Bayside Housing Reference group and possible interagency alliance to discuss the ongoing implementation of the actions from this Strategy to ensure Bayside remains accountable and on track. 	Director, City Planning and Amenity
2.2.2. Build social policy and strategy to improve equity, inclusion and diversity in our community.	Embed diversity, equity and inclusion considerations into Council strategy and service delivery including <ul style="list-style-type: none"> • Gender impact assessments on new or reviewed policies and strategies • Improving the accessibility and inclusiveness of Council's customer facing systems and processes - including <ul style="list-style-type: none"> ○ training of customer facing staff to support people with diverse abilities and needs, ○ improving the accessibility/inclusiveness of Council's website and communications. 	Executive Manager People and Strategy

2.3. Strategic objective: Foster economic vitality, facilitating innovation and investment in our local economy

Strategic Indicators	Target
High level of satisfaction from members and participants at BBN (Bayside Business Network) events	85%+
Community satisfaction of the availability of parking around business and shopping strips/commercial areas.	TBA (from 2022 Customer survey)
Number of community driven events supported by Council	5 events per year
Investment/value of building permits issued per annum. Monitor year on year comparison and trend (Council influence but cannot control investment)	Maintain or increase investment level

Council Plan Strategies	Annual Actions	Director responsible
2.3.1. Improve the amenity, accessibility and unique sense of place of local shopping strips to enhance community connection.	Implement the Graffiti initiatives identified in the joint Inner South Metropolitan Mayors Forum (ISMMF) funding grant for 2022/23	Director, Environment, Recreation and Infrastructure
	Develop a placemaking initiative to attract economic activity in activity centres	Director, City Planning and Amenity
	Increase level of service for footpaths in Major Activity Centres and toilet cleaning along the foreshore in summer.	Director, Environment, Recreation and Infrastructure
2.3.2. Foster economic activity and local employment, within Bayside Business District (BBD) and major activity centres (MACs).	Undertake the Business Monitor (evaluation program) to determine the impact of Covid 19 on the levels of vacancies and changes to the type of use in Activity centres and BBD.	Director, City Planning and Amenity
	Develop the Economic Development and Tourism Strategy	Director, City Planning and Amenity

Goal 3: Our Place

3. Goal Statement

Our open spaces and foreshore, our facilities and the built environment are highly valued, shared and enhanced to ensure their use, liveability, character, sustainability, and amenity for current and future generations.

3.1. Strategic objective: Open space is increased, and the foreshore is cared for, to support diverse use and connect to community

Strategic Indicators	Target
Community satisfaction with the provision and maintenance of parks, reserves	TBA (from 2022 Customer survey)
Community satisfaction score for sports grounds and ovals	TBA (from 2022 Customer survey)

Council Plan Strategies	Annual Actions	Director responsible
3.1.1. Our foreshore, open space and amenities deliver enhanced functionality for a wide range of uses.	Implement the Playground Improvement plan including activity spaces for all ages and abilities. Program for 2022/23 includes Elsternwick Park South Reserve, Northern Playground	Director, Environment, Recreation and Infrastructure
	Commence development of the Highett Grassy Woodland Masterplan (CSIRO site)	Director, Environment, Recreation and Infrastructure
3.1.2. Focus on increasing open space within key residential growth areas in major activity centres.	Design and deliver the Wells Street pocket park	Director, Environment, Recreation and Infrastructure
	Consider further opportunities to provide Open Space in major activity centres (MACs).	Director, Environment, Recreation and Infrastructure
3.1.3. Manage our open space and public places to balance the different needs of people who visit, live or work in Bayside.	Implement the Wishart Reserve concept design including options for improving dogs off leash opportunities (<i>subject to funding</i>)	Director Environment, Recreation and Infrastructure
	Implement the Landscape Plan for Elsternwick Park South.	Director, Environment, Recreation and Infrastructure
	Commence design and development of Beaumaris Arts Group Studio	Director Customer and Cultural Experience

3.2. Strategic objective: Infrastructure and assets are sustainable, accessible and fit for purpose now and for the future

Strategic Indicators	Target
Maintain 100% of asset renewal as a percentage of depreciation	Maintain 100% of asset renewal
Community satisfaction with public toilets	TBA (from 2022 Customer survey)
Community satisfaction with maintenance and repair of assets and facilities:	TBA (from 2022 Customer survey)
<ul style="list-style-type: none"> Sealed local roads 	TBA (from 2022 Customer survey)
<ul style="list-style-type: none"> Drains 	TBA (from 2022 Customer survey)
<ul style="list-style-type: none"> Footpaths 	TBA (from 2022 Customer survey)
Increase activation of Council pavilions during non-sport allocated hours.	5 pavilions with community opening hours for year 2 (COVID dependent)

Council Plan Strategies	Annual Actions	Director responsible
3.2.1. Plan for and implement effective stewardship of all Council assets to ensure our infrastructure is safe, activated, accessible, adaptable, cleaner, fit-for-purpose and environmentally sustainable.	Commence implementation of Council Asset Plan (2022-2032).	Director, Environment, Recreation and Infrastructure
	Implement the approved capital works program for 2022-2023, across diverse categories (major projects, capital projects, replacement and renewal).	Director, Environment, Recreation and Infrastructure
	Commence a public design-process and consultation for the Gateway building at Elsternwick Park Nature Reserve (EPNR)	Director, Environment, Recreation and Infrastructure
	Implement Year 1 of the Early Years Infrastructure Plan (2022-2028) and requirements to meet new standards. <ul style="list-style-type: none"> Commence Fern Street Early Years Centre, 2022/2023 Complete North Brighton Children's Centre Redevelopment – 2022/23 Complete concept planning and propose recommendations for redevelopment of East Beaumaris Kindergarten 	Director Customer and Cultural Experience

Council Plan Strategies	Annual Actions	Director responsible
	Utilise the adopted functional brief to commence the concept design for the Hampton Hub and Integrated Open Space.	Director City Planning & Amenity

DRAFT

3.3. Strategic objective: Land use will enhance Bayside’s liveability and protect the distinctive heritage and character of our various localities

Strategic Indicators	Target
Increase Council and delegate planning decisions upheld at VCAT	Target 60%
Community satisfaction with appearance and quality of new developments in their area	TBA (from 2022 Customer survey)
Community satisfaction with planning with population growth	TBA (from 2022 Customer survey)
Planning applications decided within 60 days	Target – 70%
Average time taken to decide planning applications	Target 65 days
Community satisfaction with protection of local heritage	TBA (from 2022 Customer survey)

Council Plan Strategies	Annual Actions	Director responsible
3.3.1.Strategic planning and controls protect and reflect the diverse environmental and heritage values of Bayside.	Commence the Planning Scheme amendment to implement the Environmentally Sustainable Development (ESD) policy.	Director, City Planning and Amenity
	Commence the Planning Scheme amendment process to consider the introduction of the Post War Modern Heritage Residential Study.	Director, City Planning and Amenity
	Commence the Interwar Residential Heritage Study <i>(dependent on new initiative funding)</i>	Director, City Planning and Amenity
3.3.2.Encourage the planning of well-designed new development that is appropriately located and consistent with the preferred neighbourhood character and residential amenity.	Undertake Planning Scheme amendments to implement the Neighbourhood Character Review	Director, City Planning and Amenity

3.4. Strategic objective: Transport planning and infrastructure facilitates a well-connected, accessible, safe and convenient transport system that contributes to a zero carbon future and wellbeing

Strategic Indicators	Target
Community satisfaction with on and off-road bike paths (including shared paths)	TBA (from 2022 Customer survey)
Community satisfaction on the availability of parking on residents' streets in the local area	TBA (from 2022 Customer survey)

Council Plan Strategies	Annual Actions	Director responsible
3.4.1. Integrate our transport planning and traffic management, and employ smart solutions to address changing demand, transport trends and community needs	Implement actions from Council's Integrated Transport Strategy: <ul style="list-style-type: none"> Undertake the design and approval process for the Bay Trail duplication project in Brighton as part of the removal of high-risk sites Adopt a Bayside Parking Strategy 	Director, Environment, Recreation and Infrastructure
	Undertake the design and minor construction works to improve bicycle connections between Cheltenham and Sandringham stations	Director, Environment, Recreation and Infrastructure
	Identify the highest order connectivity corridors (pedestrian and cyclists) between retail strips and adjoining residential areas	Director, Environment, Recreation and Infrastructure
	Actively participate and represent Bayside residents in the Suburban Rail Loop project to ensure quality outcomes for Bayside residents are achieved'	Director, City Planning and Amenity

Goal 4: Our Promise

4. Goal Statement

We will engage with and represent all in our community, and provide ethical, open and accountable stewardship of the Bayside municipality and deliver sustainable services that meets the vision and needs of the current and future generations of Bayside.

4.1. Strategic objective: Identify an agreed program of advocacy to secure funding and policy reform to be a leading voice for change

Strategic Indicators	Target
Community satisfaction with Council's reputation, lobbying and advocacy	TBA (from 2022 Customer survey)

Council Plan Strategies	Annual Actions	Director responsible
4.1.1. Identify an agreed program of advocacy, build relationships with government and partner with others to optimise our effort.	4.1.1.1. Develop and deliver the advocacy program that focuses on Council priorities aligned to our goals: <ul style="list-style-type: none"> • Our Planet • Our Promise • Our People • Our Place 	Director Customer and Cultural Experience

4.2. Strategic Objective: Ensure flexible and transparent decision making through open and accountable governance.

Strategic Indicators	Target
Community satisfaction with Council <ul style="list-style-type: none"> • Consultation and engagement • Responsiveness to community needs • Maintaining trust and confidence of local community 	TBA (from 2022 Customer survey)
	TBA (from 2022 Customer survey)
	TBA (from 2022 Customer survey)

Council Plan Strategies	Annual Actions	Director responsible
4.2.1. Engage with our community, consider all views and report openly enabling people to be informed about and involved in key decisions policies and projects that affect them.	Develop and implement Annual Council Plan Action Plan and Annual Budget	Director Corporate Services
	Develop Annual Report on delivery of major plans, strategies and performance and progress against Council Plan and Budget.	Director Corporate Services
4.2.2. Model ethical standards and practices and make evidence based decisions to build trust in our leadership.	Review Councillor Code of Conduct	Director Corporate Services
	Review the Charters of Council’s various Advisory Committees and groups.	Director Corporate Services

4.3. Strategic Objective: Provide customer focussed and effective service delivery and value in all we do.

Strategic Indicators	Target
Improve percentage of Council's facilities with current tenancy agreements	Target 92%
Community perception rating that Council provides important services that meet the needs of the whole community	TBA (from 2022 Customer survey)
Community perception averaged rating for overall aspects of customer service	TBA (from 2022 Customer survey)

Council Plan Strategies	Annual Actions	Dept responsible
4.3.1.Ensure integrated planning and sound financial management while allocating resources to meet community needs.	Review and adopt the 10-Year Financial Plan.	Director Corporate Services
	Implement Year 1 of the Property Strategy, in particular the Leases and Licences policy.	Director Corporate Services
4.3.2.Provide enhanced services to our community, placing the customer at the centre of everything we do.	Deliver a program of work aimed to understand and improve customer experience at every interaction, including: <ul style="list-style-type: none"> • New customer complaint handling procedure to ensure a fair and consistent approach to complaint handling • Introduce a continuous Customer feedback survey across Council services • Using data and insights, demonstrate the need for the introduction of a web chat and live chat solution and deliver this solution to provide customers with an additional service channel. 	Director Customer and Cultural Experience
	Deliver continued improvements to on-line applications for Asset Protection (subject to funding).	Director, City Planning and Amenity